If you don’t like change, you’re really are going to hate extinction.”

--- Ross Shaffer

Tuesday, March 12, 13
Trends, Technology & Taking the Lead

“If you don’t like change, you’re really are going to hate extinction.”

--- Ross Shaffer
Technology Mastery is a powerful skill in the market... It requires leaders to blend industry knowledge with technology savvy.
Augmented Leadership is not easy... It takes a long term commitment to learning, and risk taking...
Transitional leaders carry a larger burden...

Under your watch, the organization will prosper or struggle
Authentic Leaders grow even when it is very hard to do so...
Technology Chaos Cycle:

Industries and Organizations

Inflection Point

Business Reaches New Heights

Technology Influence

Business Declines

– Only the Paranoid Survive by Andrew Grove

Tuesday, March 12, 13
Technology Chaos Cycle: Industries and Organizations

Business Reaches New Heights

Technology Influence

Injection Point

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– Only the Paranoid Survive by Andrew Grove

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Technology Chaos Cycle:

Industries and Organizations

Technology Influence

Business Reaches New Heights

Technology Mastery

Business Declines

- Only the Paranoid Survive by Andrew Grove
Technology Chaos Cycle:

Industries and Organizations

- Business Reaches New Heights
- Technology Mastery
- The Death Spiral
- RIP
- Technology Influence
- Business Declines

"Only the Paranoid Survive" by Andrew Grove
Case Study - Publishing Industry

Sales (Billions)

Amazon
Barnes & Noble
Borders
Case Study - Publishing Industry

Sales (Billions)

- **Amazon**
- **Barnes & Noble**
- **Borders**

Sales data from 2002 to 2012:

- **$0**
- **$2.00**
- **$4.00**
- **$6.00**
- **$8.00**
Case Study - Publishing Industry

The first Kindle was released on November 19, 2007.
Case Study - Publishing Industry

The first Kindle was released on November 19, 2007.
The Nook was released on Nov. 30th 2009.

Sales (Billions)

- Amazon
- Barnes & Noble
- Borders

* Tuesday, March 12, 13 *
The Nook was released on Nov. 30th 2009

The first Kindle was released on November 19, 2007
Case Study - Photography

Kodak Inc.  Sony Inc.  Apple Inc.

Apple Inc. comes out with first iPhone in June 29, 2007
Case Study - Photography

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Kodak Inc.  Sony Inc.  Apple Inc.
Case Study - Photography

- **Kodak Inc.**
- **Sony Inc.**
- **Apple Inc.**

Apple Inc. comes out with first iPhone in June 29, 2007.


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Case Study - Photography

Apple's iPhone 4 is officially the most popular camera on Flickr as of June 22, 2011.
Case Study - Music

- HMV Group PLC
  - Net margin %
- Sony Corporation
  - Net margin %
- Itunes Music
  - Song Downloads per year (billions)
- Pandora
  - Members per year (millions)
**Case Study - Music**

- **HMV Group PLC**
  - Net margin %

- **Sony Corporation**
  - Net margin %

- **Itunes Music**
  - Song Downloads per year (billions)

- **Pandora**
  - Members per year (millions)

---

**Graph Details:**
- **HMV**
- **SONY**
- **Itunes Music**
- **Pandora**

---

*Future Point of View*

*Tuesday, March 12, 13*
Case Study - Music

HMV Group PLC
Song Downloads per year (billions)
Net margin %

Sony Corporation
Net margin %

Itunes Music

Pandora
Members per year (millions)

Itunes hits 25 billion songs sold on Feb. 6, 2013

HMV goes bankrupt after 91 years on Jan 15, 2013
Dead Leaders Walking
Dead Leaders Walking

We’re already successful so don’t need to focus on new technologies
Dead Leaders Walking

We’re already successful so don’t need to focus on new technologies.

Technology as an operational asset, not a strategic weapon.
Dead Leaders Walking

We’re already successful so don’t need to focus on new technologies

Technology as an operational asset, not a strategic weapon

Psychologically blocked because they are “invested” in current assets
Low Beam Leadership

12 MONTH VIEW

- Focus on monthly results
- Execution focused
- Ignorance of trends
- Avoid change
- No future investments
High Beam Leadership

5 to 10 YEAR VIEW
- High VQ (Vision Intelligence)
- Trend Analysis
- Willing to experiment
- Predictive analysis

Low Beam Leadership

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Tuesday, March 12, 13
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The Two Year Lead Strategy

The Innovation Continuum
The Two Year Lead Strategy

The Innovation Continuum

Bleeding Edge

Laggards

Tuesday, March 12, 13
The Two Year Lead Strategy

The Innovation Continuum

Bleeding Edge | Middle of the pack | Laggards

Tuesday, March 12, 13
The Two Year Lead Strategy

Bleeding Edge

Leading Edge

Middle of the pack

Laggards

The Innovation Continuum

Tuesday, March 12, 13
Technology and Connection
Technology and Connection

Connected Organizations

Web 1.0

Tuesday, March 12, 13
Technology and Connection

Connected Knowledge Systems

Connected Devices

Connected People

Connected Organizations

Web 4.0
Web 3.0
Web 2.0
Web 1.0
Technology and Connection

Integrated People and Technology

Connected Knowledge Systems

Connected Devices

Connected People

Connected Organizations

Web 5.0
Web 4.0
Web 3.0
Web 2.0
Web 1.0
Historical Significance

Integrated People and Technology

Connected Knowledge Systems

Connected Devices

Connected People

Connected Organizations

Web 5.0
Web 4.0
Web 3.0
Web 2.0
Web 1.0
A New Customer Profile
A New Customer Profile

- Search savvy - from any device
- Motivated by online recommendations
- Will use social tools to rate or review services and products - positively or negatively
- Want to connect socially with brands they like or respect
- Are quite impatient with poor performance
- Are fine providing information that improves commercial relationships
A New Customer Profile

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The Dollar Shave Club is only a month old, but it has the $13 billion shaving industry in a lather. CEO Michael Dubin and WSJ's Emily Glazer discuss on The News Hub. Photo: Dan Krauss for The Wall Street Journal

The Dollar Shave Club has men in a lather.

The e-commerce start-up opened its doors just a few weeks ago, and has already developed a following for its quirky approach to hawking razors and blades for a $3 to $9 monthly fee.

It began with a YouTube video, in which founder and Chief Executive Michael Dubin variously rides on a forklift, plays tennis, and dances with a fuzzy bear. It's already received some four million views.

Dollar Shave's motto? "Our blades are f— great."

The Santa Monica, Calif., company won't disclose its number of customers, only noting that 12,000 people signed up in the first 48 hours.
A New Customer Profile

Search savvy - from any device
Motivated by online recommendations
Will use social tools to rate or review services and products - positively or negatively
Want to connect socially with brands they like or respect
Are quite impatient with poor performance
Are fine providing information that improves commercial relationships

the first 48 hours.
Connecting with customers in new and valuable ways is the **new frontier in marketing**...
Connecting with customers in new and valuable ways is the new frontier in marketing...

One to One Digital Marketing

Wp
Web Properties

So
Social Technology

Tuesday, March 12, 13
Connecting with customers in new and valuable ways is the new frontier in marketing.

One to One Digital Marketing

Wp
Web Properties

Mo
Mobile Apps

So
Social Technology

Tuesday, March 12, 13
One to One Digital Marketing

Connecting with customers in new and valuable ways is the new frontier in marketing...

- **Wp**: Web Properties
- **Mo**: Mobile Apps
- **Tr**: Traffic
- **So**: Social Technology
Connecting with customers in new and valuable ways is the new frontier in marketing.

One to One Digital Marketing

- Wp: Web Properties
- So: Social Technology
- Me: Measurements
- Mo: Mobile Apps
- Tr: Traffic

Tuesday, March 12, 13
Connecting with customers in new and valuable ways is the new frontier in marketing...

One to One Digital Marketing

- **Wp** Web Properties
- **Me** Measurements
- **Mo** Mobile Apps
- **So** Social Technology
- **Tr** Traffic

Tuesday, March 12, 13
The organization with the deepest information on their clients, candidates and associates - and the ability to use it to do one to one digital marketing - will win.
The Outboard Brain
The Outboard Brain

It stores small bits of information that we traditionally used to memorize.
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It is the first place that most people go to solve the many problems each day.
The Outboard Brain

It stores small bits of information that we traditionally used to memorize.

It is the first place that most people go to solve the many problems each day.

It now provides access to a huge base of knowledge provided on the Internet.
Definition - Using a collection of social tools to create an environment that helps the sales force close more sales
Blueprint: Socially Facilitated Selling

Solution Oriented Selling - 90’s

Relationship Selling - Pre 80’s
Blueprint: Socially Facilitated Selling

- Solution Oriented Selling - 90's
- CRM Based Selling - 2000's
- Relationship Selling - Pre 80's
Blueprint: Socially Facilitated Selling

- CRM Integration Strategy
- Social Analytics
- New Social Tools
- Sales People Training

Socially Facilitated Selling

+ CRM Based Selling - 2000’s
+ Solution Oriented Selling - 90’s
+ Relationship Selling - Pre 80’s
Onboarding New Candidates

New Customers

Straight Ahead
Onboarding New Candidates

Make them feel connected
Onboarding New Candidates

- Make them feel connected
- Gather lots of data early
Onboarding New Candidates

- Make them feel connected
- Gather lots of data early
- Deepen the relationship
Onboarding New Candidates

- Make them feel connected
- Gather lots of data early
- Deepen the relationship
- Surprise them with ongoing value
You must learn to appreciate Big Data and Business Intelligence
You must learn to appreciate Big Data and Business Intelligence.

How is customer data flowing through the organization like blood moving through our veins?
If we have data, let’s look at data. If all we have is opinions, let’s go with mine

Jim Barksdale
Create a dream list of all the data fields you could gather to build tighter relationships.
Customer Data Strategy

Create a dream list of all the data fields you could gather to build tighter relationships.

With that data, what new analytics could you glean to learn more of the Truth?
Create a dream list of all the data fields you could gather to build tighter relationships.

With that data, what new analytics could you glean to learn more of the Truth?

Be creative in finding ways to go find the data on the dream list.
1. It is now possible to harvest public information on customers through social profiles if you have an email address.
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2. Once you find someone, it is now possible to monitor customer’s conversations and look for buying signals.
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2. Once you find someone, it is now possible to monitor customer’s conversations and look for buying signals.

3. You can also monitor their status changes so you can be aware of major changes that might impact revenue.
Customer Surveillance

1. It is now possible to harvest public information on customers through social profiles if you have an email address.
2. Once you find someone, it is now possible to monitor customer's conversations and look for buying signals.
3. You can also monitor their status changes so you can be aware of major changes that might impact revenue.
Social XRM Defined
Web 2.0 has provided a new suite of tools that allow us to connect with customers in new ways. SocialXRM is the combination of traditional back end data storage and workflow tools (Salesforce.com, MS CRM, SugarCRM) with new front end engagement tools (Blogs, Twitter, Facebook, etc.)
Dig Mktg/Dig Plumbing Tasks
Technology Guideposts

Dig Mktg/Dig Plumbing Tasks

Tuesday, March 12, 13
Technology Guideposts

Adaptive Culture

The Technology Team

Dig Mktg/Dig Plumbing Tasks
Technology Guideposts
Adaptive Culture
The Technology Team
Technology Processes
Dig Mktg/Dig Plumbing Tasks
Leadership

- Knowledge
- Vision

Technology Guideposts

Adaptive Culture

The Technology Team

Technology Processes

Dig Mktg/Dig Plumbing Tasks

Measurements & Analytics

Tuesday, March 12, 13
Leadership
• Knowledge
• Vision

Technology Guideposts

Adaptive Culture

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Technology Processes

Dig Mktg/Dig Plumbing Tasks

Measurements & Analytics
Leadership
- Knowledge
- Vision

The Technology Team

Adaptive Culture

Technology Guideposts

This creates an Environment where technology flourishes...

...success always follows

Technology Processes

Measurements & Analytics

High Beam Investments
Technology Mastery Model (TM²)

This is the Environment that Makes Technology FLOURISH

Guideposts
Adaptive Culture
Technology Team
Technology Processes
Dig. Marketing/Dig. Plumbing (IT) Blueprints
Measurements and Analytics

Knowledge & High Beam Vision
The Two-Year Lead
The Two-Year Lead

Higher Profitability

Technology Mastery Model (TM²)

This is the Environment that Makes Technology FLOURISH

Guideposts

Culture

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Dig. Marketing/
Dig. Plumbing (IT) Blueprints

Measurements and Analytics

Knowledge & High Team Vision
The Two-Year Lead

Higher Profitability

Happier Employees/Team

Technology Mastery Model (TM²)

Guideposts

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Dig. Plumbing (IT) Blueprints

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This is the Environment that Makes Technology FLOURISH

Knowledge & High Team Vision

Tuesday, March 12, 13
Technology Mastery Model (TM²)

FLOURISH

The Two-Year Lead

Higher Profitability

Happier Employees/Team

Long Term Sustainability

Guideposts

Culture

Technology Processes

Knowledge & High Team Vision

Measurements and Analytics

This is the Environment that Makes Technology

Tuesday, March 12, 13
The Next Five Years

Tapping the hive mind will be critical skill
The Next Five Years

Tapping the hive mind will be critical skill

BI/Big Data will become a strategic weapon
The Next Five Years

Tapping the hive mind will be critical skill

BI/Big Data will become a strategic weapon

The customer connection will become the X-factor
The Next Five Years

Tapping the hive mind will be critical skill

BI/Big Data will become a strategic weapon

The customer connection will become the X-factor

We go mobile, wearable, to implantable
A Technology Arms Race
A Technology Arms Race

You must get a two year lead on our competitors in order to grab market share.
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You must get a two year lead on our competitors in order to grab market share.

Everyone will have the same tools so being creative is mandatory.

Tuesday, March 12, 13
A Technology Arms Race

You must get a two year lead on our competitors in order to grab market share.

Everyone will have the same tools so being creative is mandatory.

New technology concepts completely change the battlefield = winners & losers.
Acceptance of technology starvation is tantamount to leadership treason....
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